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January 28, 2026

338 Kuzetonoshiro-cho, Minami-ku,  
Kyoto 601-8205 Japan

**Announcement Regarding the Publication of the Improvement Plan and Status Report**  
**Following Designation as Securities on Special Alert**

Dear Valued Business Partners,

We would like to express our sincere gratitude for your continued support and partnership as we continue to address concerns caused to our business partners by the recent series of events involving Nidec Corporation and our Group companies.

Today, we have published an Improvement Plan ("the Plan") aimed at the lifting of our designation as "Securities on Special Alert." Although the investigation by a Third-Party Committee into allegations of inappropriate accounting practices, as previously reported, is still ongoing, we believe that we must not simply wait for the final results of that investigation but rather take immediate and preemptive action toward organizational reform to demonstrate our commitment to thoroughly address the current situation.

In formulating the Plan, the "Nidec Reform Committee" was formed to take a leading role. In parallel with the ongoing Third-Party Committee investigation, the Nidec Reform Committee has conducted its own rigorous review of business processes—not only within headquarters but across all business divisions and Group companies globally. Furthermore, by proactively analyzing the "structural root causes" under the assumption that the alleged irregularities are factual, we have identified issues rooted in our operational reality. Consequently, the Plan incorporates radical measures for recurrence prevention that can be implemented immediately. We are committed to executing these measures without delay.

Upon receipt of the final report from the Third-Party Committee, we will treat its findings with the utmost seriousness and will further revise and reinforce the Plan to ensure its effectiveness and lead our company toward a robust recovery.

Please be assured that these matters will have no impact on our product supply system. We remain fully committed to maintaining a stable and reliable supply of quality products as always.

We will continue to strive for timely and appropriate disclosure as the current situation progresses. Our entire leadership and staff are united in our commitment to advancing organizational reform and regaining your trust as quickly as possible.

**NIDEC CORPORATION**

We sincerely appreciate your continued understanding, cooperation and support.

Sincerely yours,



Mitsuya Kishida  
Representative Director, President and Chief Executive Officer  
Nidec Corporation

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**NIDEC CORPORATION**